

# Red Team

USAWC Strategic  
DecisionMaking  
Workshop

# Decision Making Requirements for the 21st Century

- Plausible scenarios for decision requirements = information overload, hi technical complexity, increased speed, greater ambiguity, demands flexibility (boldness), requires efficiency, Plenty of data: Need to frame it (size the situation), interpret it, and see interrelationships
- Multiple Cultures: hi understanding of social/society/cultures and politics (and value sets); private and public sector; military coalitions = different values
- Less Binary decisions, more “Maybe” choices (either/or vs. continuum)
- D-M infrastructures and learning organizations: in-place and to be developed
  - In-place: take years to develop, change comes quickly, old infrastructure remains
- Moral reasoning

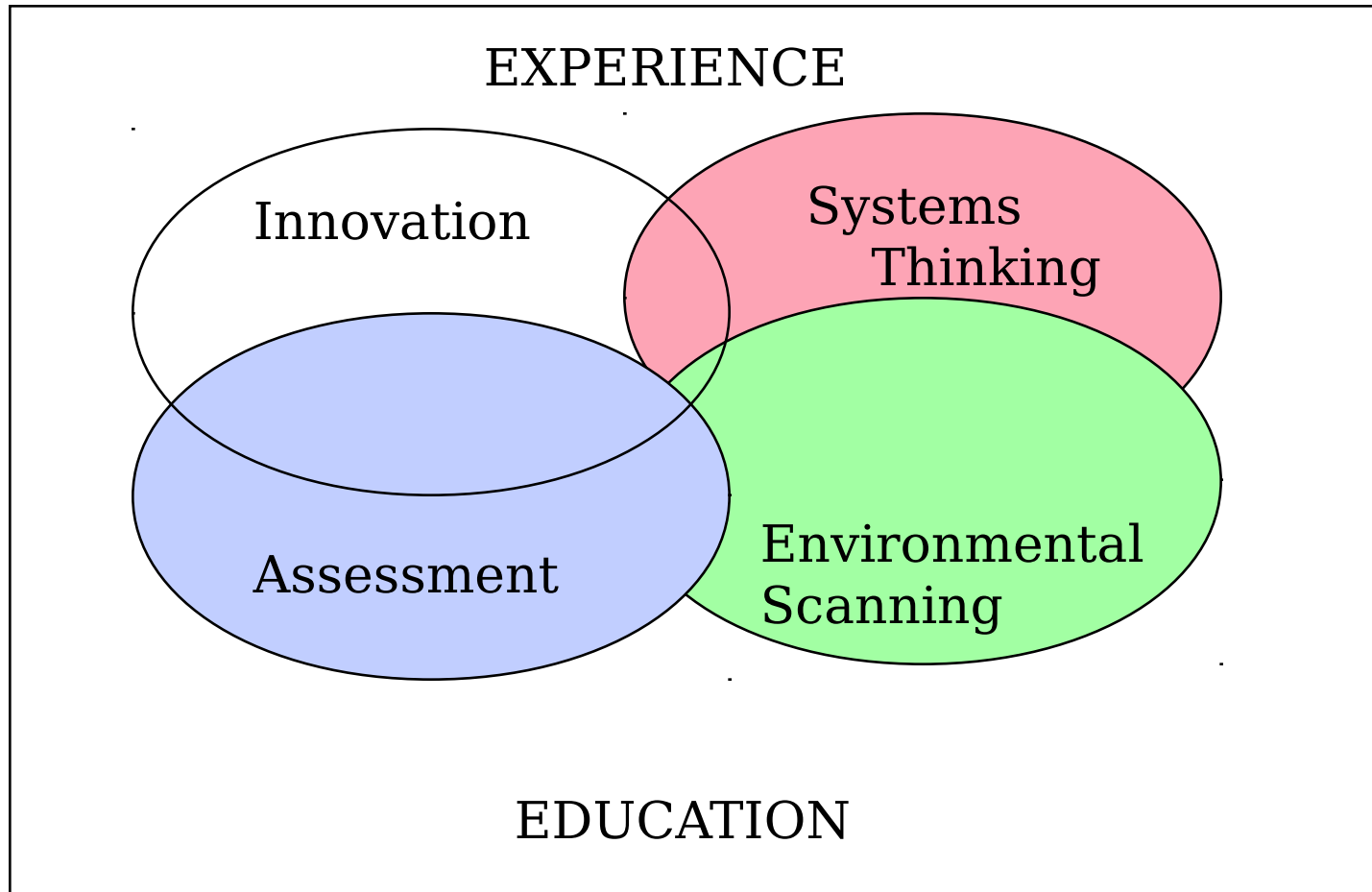
# Decision Making Requirements for the 21st Century

- Better utilization of knowledge; filtering data
- Leaders will live in a world of informed subordinates
  - CNN factor; instant access to data
- Executive networking
- Trustworthy systems:
  - Buy-in, consensus, moral reasoning
- What's driving the situation: Money/budgets, bottom line, values, national interest
- Cross-functional decision teams

# How well current decision making models meet 21st Century requirements

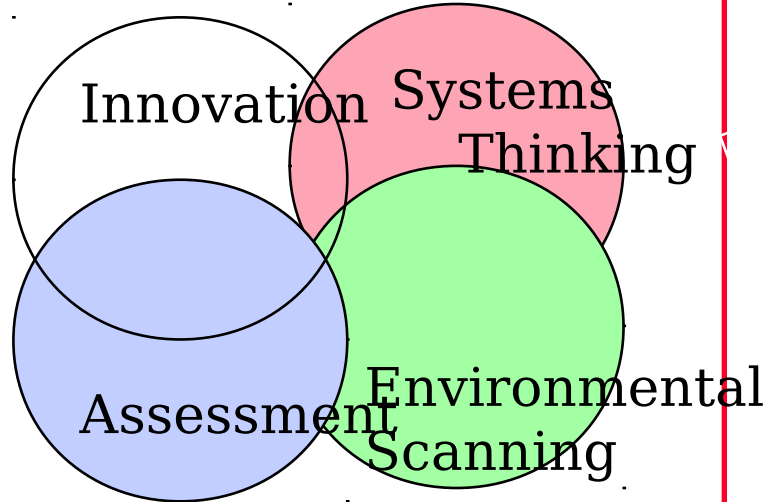
- **Reframed Question:** Is the current D-M Process going to work in the future - the way we do things now (good or bad for the 21st century) (ref#1).
- Gaps
  - Experience (relevant) and tacit knowledge will be key
    - Future SL D-M will have less relevant experience
    - Paradox: will need wisdom at lower levels, yet requires years to obtain!
  - Cognitive limitations will exist
    - Heuristics, Frames, Schema: will exist, need to expand these
    - Biases: will exist need to reduce these
  - D-M Spectrum domains: Analytic to Emergent; future will require more emergent
  - Lacks accounting for executive networking ICW SL D-M

# **What Framework we recommend for the 21st Century decision making**



***ANALYTICAL  
SYSTEM***

EXPERIENCE



EDUCATION

***SYSTEM  
OF  
ACCOUNTABILITY***

# **What we need to know or do to move toward this proposed model**

- Better understanding of whether or how the 21st environmental changes will be different
- How they interact with a D-M framework
- Make the current actual process more explicit
- Better understanding of the emergent D-M process
- How to refine those concepts and their implications for leader development

# **Recommended areas for further study, analysis and development**